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UNITED STATES GOVERNMENT

Memorandum

TO : Chief, Personnel Operations Division

DATE: 14 July 1965

FROM : A/CTP/OP

SUBJECT: Annual Report for Fiscal Year Ending 30 June 1965

1. General Description of Functions

This office provides the working level contact between the Office of Personnel and the Career Training Program. Sharing office space with the Career Training Staff, we provide direct personnel support to CTS in the processing of CTP applicants. We also perform personnel staff functions for CT's on duty. Under the direction of C/POD, we carry out the Office of Personnel coordinating responsibilities set forth in HR 18-5.

The A/CTP assists in the briefing and interviewing of external CTP candidates and provides all personnel processing support to that function except entrance on duty processing (which is conducted by Placement Branch). These responsibilities include the following tasks:

- a. Preliminary screening of applications.
- b. Initiating appointment actions and clearance requests.
- c. Preparing invitee travel authorizations.
- d. Scheduling pre-employment medical examinations, polygraph interviews, and A&E and specific job interviews if appropriate.
- e. Conducting applicant briefings and interviews.
- f. Initiating correspondence with applicants.
- g. Making cover and entrance-on-duty arrangements

The processing of internal CTP candidates is conducted by the CTS up to the point of selection. A member of A/CTP sits on the CTS internal panel and participates in the selection decision. A/CTP processes successful candidates onto CTS rolls.

We also provide personnel staff support for CT's assigned on CTP rolls. This includes the processing of actions, record keeping, and providing advice and assistance to individuals on matters such as pay, military reserve affairs and insurance.

A final responsibility inherent in our other functions is careful attention to the Agency's public relations image.

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Excluded from automatic
downgrading and
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2. The Work Force

Four persons staff the office of A/CTP: two personnel officers (GS-13 and 11), a personnel assistant (GS-07) and a clerk typist (GS-05). The continually increasing number of CTP applications is reflected in our workload statistics (attached). This increase has put a particularly heavy strain on the clerical staff. Although CTS and the Field Recruiting Branch have been cooperative in providing occasional clerical assistance in emergency situations, this has not proved to be a satisfactory solution. With four CT classes each year, the processing load is continuous rather than seasonal. We strongly recommend that an additional GS-05 clerk typist position be assigned to this office. If we were physically located in proximity to Placement Branch, we might be able to call on their clerical staff for assistance (and vice versa). Barring a transfer of CTS back to Headquarters, we recognize that this is an infeasible alternative. In view of current ceiling considerations, the request for an additional position is made reluctantly and only after seeking other solutions. We believe it is needed to maintain proper standards of quality and timeliness in applicant processing.

3. Disposition of Last Year's Unresolved Problems

a. Duration of the Processing Period. The need to telescope the length of the application processing period was noted as an unresolved problem in last year's report. It continues to be a problem. The minimum period required to process an individual from application to offer of employment is determined by the time span required for the security field investigation. This normally takes at least 90 days and while some investigations are completed in less time, it is impossible to predetermine which cases will be so honored. The following steps were taken by A/CTP during the past year to attack this problem:

- (1) Earlier initiation of clearance requests.
- (2) More requests for invitee clearances.
- (3) Requests for 60-day full clearances when needed to meet applicant's availability deadline.

The first step proved moderately successful. In the past CTS usually made a careful and extensive examination of the individual's application, transcripts and full A&E test results before deciding whether or not to process for CTP. If the applicant's transcripts were delayed, if he failed to make the testing dates or if the test results were slow in arriving at CTP, the case lay dormant and at best received only interim correspondence. At the urging of A/CTP, the CTS program advisors now more frequently are requesting that formal processing be started as soon as the application papers arrive

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if the case looks at all promising. If the arrival of test results and/or transcripts puts the case below CTP standards, it can then be cancelled before the investigation has progressed very far. The major burden of this step lies on the clerical staff of A/CTP, who must type several sets of forms (1152, 259, 570, and 377) on each individual. (Additional work is also levied on the Clerical Assignment Branch, which produces seven copies of the personal history statement for each applicant). As noted in the attached statistical summary, [REDACTED] cases were put into process in FY 1965, compared with [REDACTED] in FY 1964. Provided the clerical staff can handle this increase in paperwork without backlog delays, this step can cut from ten days to a month off the waiting period for many applicants.

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The second step involved requesting invitee clearances on the majority of CT applicants. This was a departure from the previous CTP procedure of waiting for full security clearances before inviting the applicant in for the polygraph examination. By the time the applicant responded to our invitation, scheduled an appointment and waited for the OS evaluation of the PEP results, the old procedure often added a month or more to the 90-day investigation period. Invitee clearances are the rule rather than the exception in other professional processing, and OS apparently has no objection to extending this procedure to CTP applicants.

The third approach to shortening the processing period involved requesting 60-day clearances on those cases where a 90-day clearance would not be completed in time to meet the applicant's stated availability date. This practice was not begun until late Winter of 1965, so the results are not yet conclusive. (A study of decline rated during the Spring of 1965 is included in section 4). We are continuing to request 60-day clearances for those cases which look promising and in which the applicant specifies an availability date within 90 days.

b. Pre-Selection Placement. Another unresolved problem mentioned last year concerned the increasing need for determining where a CT applicant might later be assigned in the Agency prior to selecting him for CTP. In earlier years of the program, CTS could select candidates possessing certain basic qualifications and be fully confident that there would be more job opportunities than CT's to fill them. This is no longer the case. As overall professional input has been curtailed, the operating offices increasingly want CT's with specific qualifications to fill a limited number of specific vacant positions. The result has been to put CTS into the placement business on an extensive scale.

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One indication of this trend is shown in the year's statistical summary. "Other Files Received," indicating the number of times a current CTP applicant file is logged in to this office from other components, increased to 3,200 in FY 1965, up from 2,089 in FY 1964 and 1,637 in FY 1963. Much of this traffic represents referrals to operating offices for review of the file and an expression of interest in picking up the applicant upon completion of CTP training. Most of this activity has tended to bypass Placement Branch, largely due to the geographic separation of the two offices. Solution of this problem is beyond the scope of A/CTP, but is submitted for C/POD's consideration for future discussions with C/CTP.

c. Entrance Salaries. The third unresolved problem mentioned last year concerned entrance salary levels. Noting higher salaries offered by other federal agencies as well as private industry and the universities, we predicted that more applicants would be entering CTP at GS-09 than previously. The following comparison of the grade structure of the class of July 1965 with July 1964 would tend to bear out this upward trend (the figures include internal CT's):

	<u>July 1965</u>	<u>July 1964</u>	
Military CT's	[REDACTED]	[REDACTED]	25X9A2
GS-07			
GS-08			25X9A2
GS-09			
GS-10			
GS-11			
GSM-13			
GSM-14			

Even at the slightly higher levels offered this year, we continued to experience a disadvantage in salary competition with other federal agencies (e.g., Bureau of the Budget, AID, GSA, and DOD) especially for the older, "quality" candidates. At the same time, it is difficult to increase our entrance salary levels much further without creating problems for the career services into which these CT's are to be absorbed.

4. Major Developments During the Year

a. Input Goals. The primary processing goal of this office is to produce sufficient numbers of qualified candidates (external, military and internal) to meet the class quotas. The four classes beginning during FY 1965 totaled [REDACTED]. The July 1965 class totaled [REDACTED] against a goal of [REDACTED]. This largely was due to "draining the pipeline" to meet the earlier class goals.

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During the coming fiscal year we hope to close the gap and fully meet the [REDACTED] input quota. A greater number of applications are currently in process for the October 1965 class than at the same period last year. A breakdown of recent classes according to source follows:

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	<u>July</u> <u>1964</u>	<u>Oct.</u> <u>1964</u>	<u>Jan.</u> <u>1965</u>	<u>Mar.</u> <u>1965</u>	<u>July</u> <u>1965</u>
External (civilian)	[REDACTED]				
Military					
Internal					

b. Military Programs. As shown above, the number of CT's brought in through the CTP military programs dropped off sharply during FY 1965. This group has experienced a markedly higher attrition rate over the years compared with male civilians. Unless an applicant possesses special qualifications which warrant the higher attrition risk, CTS now encourages reapplication after the young man has completed his military service obligation on his own. A few selected candidates continue to be processed.

c. Younger Candidates. The cutback in the CTP military program eliminated opportunities for many of the younger candidates. Also, many of this group are married and do not face military service under current policies. These younger people were thus considered for CTP in competition with older, more seasoned applicants, and most were turned down. Since there were relatively few vacancies elsewhere in the Agency, most of this group were completely turned away and encouraged to reapply in the future. Hopefully in the coming year there will be sufficient junior professional vacancies to bring in some of these bright young prospects who could later enter CTP through the internal program. There continues to be a need for some sort of "farm system" to develop this talent.

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d. Declinations. During April, May and June 1965 a total of [REDACTED] applicants in process declined. This figure is almost double the number of declinations received during the same three-month period in FY 1964, and represents over half of the total declinations for all of FY 1965. The reasons given by the individuals who declined varied widely. The most common reasons were to continue graduate work or to accept other employment.

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A review of the year's statistics shows that a large number of new applications were submitted to CTS in February and March 1965 as the result of the recruiters' mid-winter campus visits. Most of these applicants were available for employment in June and wanted a firm offer sooner. A/CTP requested a large number of 60-day clearances in hopes of completing the processing in time to compete with other prospective employers. Apparently these cases reached the Office of Security at about the same time as a number of requests from other Agency components. OS was able to meet the requested deadlines on some of the cases but not all, although their cooperation was excellent. It appears that many of these cases were lost because we could not complete our processing in time to make a firm offer of employment.

e. Internal Applicants. The proportion of internal CTP candidates remained fairly constant during the year. RID and OCR were the major sources of internal applicants.

f. Class Coding. At the request of the Statistical Reporting Branch, all CT's were coded according to the class with which they were trained. Prior to September 1958, no separate CT classes were conducted. Therefore, for the years 1951 through 1958, all CT's are classified according to the six-month period (January-June or July-December) in which they entered CTP. This should provide sufficient detail for future machine studies, and the six-month breakdown will permit analysis by either calendar or fiscal year. (The bulk of the work on this project was done by [REDACTED] a Support CT assigned to OP).

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g. Support CT's. From the four CTP classes which commenced during FY 1965, [REDACTED] have been designated as Support CT's. This includes [REDACTED] CT's in the first Support Course, two OMS representatives who took the Operations and PM courses, and [REDACTED] CT's tentatively scheduled for the second running of the Support Course in October 1965.

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5. Problems to be Solved

The major problems continue to be two of those which concerned us last year:

- a. Compressing the duration of the applicant processing period; and
- b. Systematizing the pre-selection placement activities.

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6. Forecast.

a. The past year has been called a "transition period" for CTP, referring to the adjustment to increased quotas and more specialized requirements. The coming year should continue this process. We anticipate meeting the [REDACTED] input quota. Most of this input will be civilians, due to the cutback in the CTP military program. A sizable proportion of new CT's will be internal candidates so long as good people continue to apply from the operating offices.

b. The large volume of applications considered for CTP during FY 1965 should continue into FY 1966. An increasing proportion of these applicants will be bright young people in their early twenties who do not offer military or other appreciable work experience. Hopefully positions elsewhere in the Agency will be found for those who cannot be initially accepted into CTP.

c. As noted elsewhere in this report, CTS has of necessity been taking on additional placement responsibilities. The need for close coordination between CTP, FRB and Placement Branch will become increasingly important to insure that candidates meet not only CTP standards but also the specific skill requirements of the operating offices.

7. Workload Statistics for Fiscal Year 1965 (Attached)

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